



TO: Chair and Members of the Governance Committee

FROM: Christopher Mackie, Medical Officer of Health

DATE: 2015 January 15

STRATEGIC PLANNING PROCESS UPDATE

Recommendation

It is recommended that the Governance Committee receive Report No. 01-15GC re: “Strategic Planning Process Update” for information.

Key Points

- We have completed the “Defining the Challenge” phase which consisted of the development of the mission, vision and values tree, the research report and communications plan.
- Focus is now shifting towards “Setting the Course” which entails synthesizing this information into strategic priorities for the next five years and the development of a strategic plan monitoring process such as a balanced scorecard for public health.
- Strategic priorities and the strategic plan monitoring process will link operational planning to strategic organizational goals.

Background

Governance Committee members will recall endorsing the proposed strategic planning process at the May 2014 meeting (Report No. 03-14GC) and the progress report at the September 2014 meeting (Report No. 05-14GC). Since that time, staff have continued to move the strategic planning process forward.

Progress to Date

The strategic planning process has moved through the “Defining the Challenge” phase into “Setting the Course” ([Appendix A](#)). Progress to date includes:

Mission, vision and value tree – The mission, vision and values tree was developed following two Board of Health and Senior Leadership Team (SLT) retreats, 5 MLHU staff consultation, subsequent review and validation from the Strategic Plan Advisory Committee (SPAC) and approval from Senior Leadership Team (SLT) and the Board of Health ([Appendix B](#)).

Research report – The research report explores evidence-based concepts that describe the components of high performing health unit. Information was drawn from peer-reviewed literature and data about the Middlesex-London community to help the SLT identify strategic priorities and define activities to enhance performance ([Appendix C](#)).

Communication Planning – A SPAC sub-group was formed to map out communications tactics for the strategic plan. Key activities during the “Defining the Challenge” and “Setting the Course” phases include: posting information prominently on the HUB (intranet), introducing the mission, vision, values tree at an all-staff town hall and coordinating progress updates through Non-union leadership (NLT) and program area meetings.

Next Steps

A town hall event will be held on January 20, 2015 to unveil the mission, vision and values tree for the strategic plan. Concurrently, the Senior Leadership Team will be holding three priority selection sessions to determine the strategic priorities, integrate priorities with operational planning and to develop a strategic plan monitoring process.

The Strategic Plan Advisory Committee, Non-union Leadership Team, staff and Board members will be engaged throughout the “Setting the Course” phase to refine and validate the Middlesex-London Health Unit strategic plan.

This report was prepared by Mr. Jordan Banninga, Manager of Strategic Projects



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